United States Intelligence Community

500 DAY PLAN

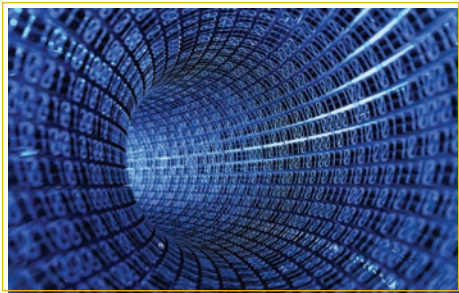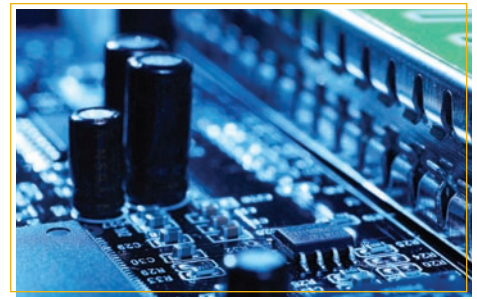INTEGRATION AND COLLABORATION

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INTRODUCTION

The United States is challenged by many different and evolving threats, including enemies with many faces and no borders – terrorism, weapons of mass destruction, proliferation, infectious diseases, cyber attacks, and illegal trafficking. The Intelligence Community (IC) is adjusting to meet this new complex threat environment and adapt to the new strategic context in which it now operates. To do so, the IC must have people, process and technology that provide seamless integration and cross-agency collaboration. The *500 Day Plan for Integration and Collaboration* continues to build the foundation to enable the IC to work as a single, integrated enterprise so we can collaborate across critical missions, enhance our support to a wide range of customers and partners, contribute to our national security priorities, and reduce the risks that the nation faces today and in the future.

To promote our vision of a more integrated and collaborative IC, we initiated a deliberate planning process based on the principles of transparency and accountability, bound by a set of deadlines and deliverables. We recently completed the first phase – the ***100 Day Plan for Integration and Collaboration*** – designed to accelerate the execution of the *National Intelligence Strategy (NIS)* through specific initiatives that build the foundation for transformation. We are now beginning the next phase – the ***500 Day Plan for Integration and Collaboration*** – designed to sustain and accelerate our momentum with an expanded set of initiatives and wider IC participation. The 500 Day Plan focuses on six areas:

1. Create a Culture of Collaboration
2. Accelerate Information Sharing
3. Foster Collection and Analytic Transformation
4. Build Acquisition Excellence and Technology Leadership
5. Modernize Business Practices
6. Clarify and Align DNI's Authorities

These six focus areas contain both "core" and "enabling" initiatives – all of which build on the efforts we began under the 100 Day Plan to deepen integration of the Community's people, processes, and technologies. The "core" initiatives allow senior leadership to focus their attention on the most critical transformational efforts, while the "enabling" initiatives are key to achieving our vision of an integrated Intelligence Enterprise. The IC will work collaboratively to execute the 500 Day Plan through cross-organizational working groups for each initiative, demonstrating the collaboration that is essential for our success.

Our focus must be on action and change. I am encouraged by our progress so far, and I anticipate that the work ahead of us will yield even greater success. The result of these initiatives will promote a Community that is committed to excellence and innovation, one that collaborates as a standard way of doing business. The American people and our national security leaders expect and deserve nothing less.
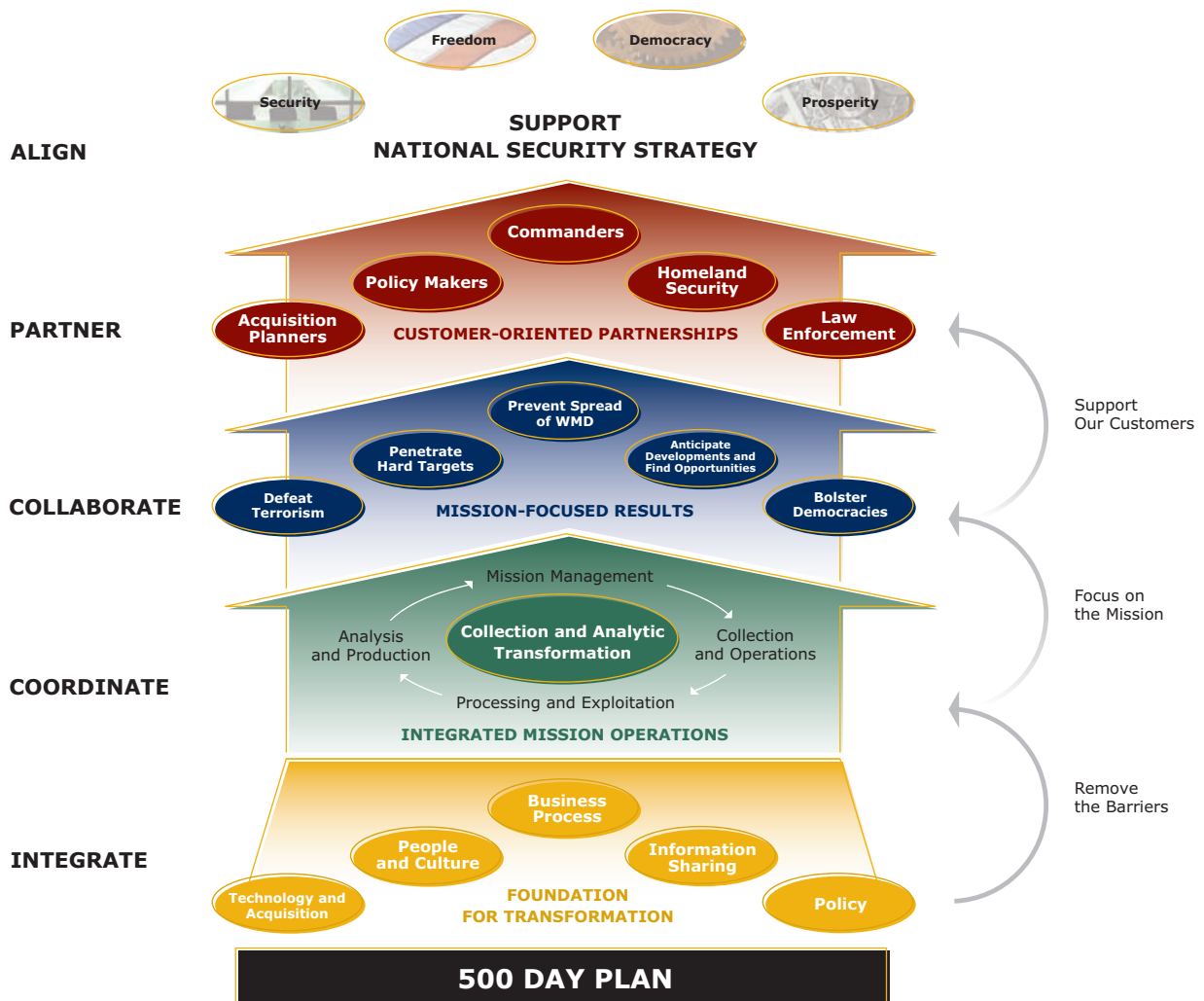
J. M. McConnell

Director of National Intelligence
October 10, 2007

How the Intelligence Community's 500 Day Plan for Integration and Collaboration Will Support National Security

The 500 Day Plan for Integration and Collaboration supports national security by linking the intelligence enterprise to its customers by optimizing the operating systems in support of the IC missions. The plan helps all IC members move through the critical steps of change to ensure barriers to collaboration are removed, cross-organizational relationships are nurtured, and strategies are aligned and tied to budget and performance.

The following diagram illustrates how initiatives within the 500 Day Plan drive mission performance, improve customer service, and help implement the National Security Strategy (NSS). The 500 Day Plan initiatives, which respond to NIS objectives, help integrate the IC enterprise. Improving integration removes the barriers that degrade mission performance, creating the conditions for cross-agency collaboration by the IC's "best and brightest" on current and emerging mission needs. The results of mission performance meet the needs of the IC's customers, whose actions support the National Security Strategy. Implementing the 500 Day Plan drives integration and fosters collaboration, ultimately leading to better mission performance.

Focus Areas, Core Initiatives and Enabling Initiatives Directly Support the National Intelligence Strategy

Core initiatives are called out as particularly transformational because they will be vital in driving the community through this cycle; enabling initiatives further address NIS Enterprise Objectives.

FOCUS AREAS

1. Create a Culture of Collaboration

2. Accelerate Information Sharing

3. Foster Collection and Analytic Transformation

4. Build Acquisition Excellence and Technology Leadership

5. Modernize Business Practices

6. Clarify and Align DNI's Authorities

CORE INITIATIVES

* Treat Diversity as a Strategic Mission Imperative
* Implement Civilian IC Joint Duty Program

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* Enhance Intelligence Information Sharing Policies, Processes, and Procedures

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* Create Collaborative Environment for All Analysts
* Establish National Intelligence Coordination Center

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* Implement Acquisition Improvement Plan

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* Modernize the Security Clearance Process
* Align Strategy, Budget, and Capabilities through a Strategic Enterprise Management System

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* Update Policy Documents Clarifying and Aligning IC Authorities

ENABLING INITIATIVES

1A Formalize National Intelligence University
1B Improve Recruiting, Hiring and Retention of Heritage Americans (1st and 2nd Generation Americans)
1C Develop an Intelligence Enterprise Exercise Program
1D Improve Foreign Language Capability
1E Strengthen Recruiting Relationships with Colleges and Universities
1F Complete Design, Begin Deployment of an IC Performance-Based Pay System
1G Catalog and Connect IC Human Resource Capabilities

2A Create a Single Information Environment
2B Implement Attribute-Based Access and Discovery
2C Provide Collaborative Information Technology to Non-IC Partners
2D Establish a Single Community Classification Guide

3A Develop Common Standards and Guidance for HUMINT Activities
3B Strengthen Foreign Intelligence Relationships
3C Expand Hard Target Integrated Collection Strategies
3D Develop IC-Wide Collection Management Tools
3E Strengthen Analytic Tradecraft Across the Community
3F Improve and Expand Use of the National Intelligence Priorities Framework
3G Strengthen Science and Technology Analysis Capabilities

4A Build an IC Technology Transition Plan
4B Complete the Stand-up of the Intelligence Advanced Research Projects Activity
4C Establish a Systems Engineering and Architecture Group
4D Develop an Agile Acquisition Requirements Process

5A Analyze and Improve IC Relationships with Clients
5B Collaborate to Protect Privacy and Civil Liberties
5C Identify a Common Core Human Resources Information System
5D Improve the IT Certification and Accreditation Process

6A Define Director of Defense Intelligence Authorities, Roles and Responsibilities
6B Update DoD Intelligence Agency Charters
6C Develop a Capstone IC Doctrine and Lexicon
6D Foster Integration and Collaboration in the IC Legal Community
6E Harmonize IC Policy on "U.S. Person" Information
6F Revise and Enhance the National Intelligence Policy Process
6G Submit Annual Intelligence Authorization Act Proposal

FOCUS AREA 1:
Create a Culture of Collaboration

One Community... One Career

PROBLEM | Historically, cross-agency linkages within the IC and among personnel have been too limited. The means for effective collaboration were not systematically addressed. Without the relationships engendered by inter-agency developmental experiences, IC personnel have not fully developed the mutual trust or the information-sharing networks that enable a common IC culture of collaboration. In today's environment, the wide array of intelligence professionals with varied backgrounds and experiences need to work together with greater access and agility and collaborate on improvements and mission critical problems as a matter of course to achieve superior results.

APPROACH | These initiatives are designed to help build a collaborative culture for the IC - a culture that develops a diverse workforce with a common understanding of collaboration, and one that sustains and promotes incentives for collaboration across boundaries.

Impact of a Collaborative IC Culture

- Analysts, collectors, and others who have cross-Community experience collaborate more frequently, and more productively

- With collaboration as a "force multiplier," capabilities and skills increase in cultural, linguistic, technical, and other mission critical areas

- New IC-wide performance evaluation system develops, reinforces, and rewards individual competencies such as collaboration, information sharing, technical excellence and contribution to mission

- The growing cadre of diverse personnel working collaboratively generates the intelligence products and services that clients highly value

- Joint Duty assignments are highly sought after because they are mutually beneficial to the organizations and key to professional development and advancement

CORE INITIATIVES

∗ Treat Diversity as a Strategic Mission Imperative
∗ Implement Civilian IC Joint Duty Program

ENABLING INITIATIVES

1A Formalize National Intelligence University
1B Improve Recruiting, Hiring and Retention of Heritage Americans (1st and 2nd Generation Americans)
1C Develop an Intelligence Enterprise Exercise Program
1D Improve Foreign Language Capability
1E Strengthen Recruiting Relationships with Colleges and Universities
1F Complete Design, Begin Deployment of an IC Performance-Based Pay System
1G Catalog and Connect IC Human Resource Capabilities

CORE INITIATIVE

Treat Diversity as a Strategic Mission Imperative

Issue: To combat increasingly complex threats to our nation, the IC must employ, develop, and retain a dynamic, agile workforce that reflects diversity in its broadest context — cultural background, language capability, ethnicity, race, gender, and expertise. Although we have continued to make modest improvements over the years, we must to accelerate our progress. We cannot rely on "business-as-usual" practices. We need to have an IC workforce that looks like America and can operate in a global threat environment.

Description: Consistent with Section 1011 of the 2004 Intelligence Reform and Terrorism Prevention Act (IRTPA), this initiative will "ensure that the personnel of the Intelligence Community are sufficiently diverse for purposes of the collection and analysis of intelligence through the recruitment and training of women, minorities, and individuals with diverse ethnic, cultural, and linguistic backgrounds." This initiative continues the effort introduced in the IC-wide *Equal Employment and Opportunity and Diversity (EEOD) Cross-Cutting Emphasis Area Plan (CCEAP).* This strategic plan was signed by the DNI on July 16, 2007 and distributed throughout the IC. This new initiative for the 500 Day Plan focuses on implementation mechanisms.

Key Milestones and Results

- Design mechanisms to hold IC leaders accountable for excellence in EEO and diversity management in concert with the IC Chief Human Capital Officer (CHCO) policies
- Assist in workforce planning to increase diversity representation
- Improve the IC's ability to recruit, hire, develop, and retain a diverse workforce
- Promote career development and advancement to ensure all IC employees have the opportunity to realize their full potential

How We Will Gauge Success

- Continual improvement in the representation, recruitment, hiring, development, and retention of minorities, women, and persons with disabilities, including employees of various heritages, e.g., first- and second-generation Americans

Impact of Diversity

A diverse IC workforce is a competitive advantage for the IC in combating complex threats. Innovative approaches to meeting the DNI's vision and direction for promoting diversity provides an IC workforce continuously reflecting global trends and cultures.

CORE INITIATIVE

Implement Civilian IC Joint Duty Program

Issue: The cross-cutting problems facing our Community today require professionals and leaders with an understanding and awareness of the entire IC. Senior leaders need experience and established relationships beyond a single agency. The IRTPA called for "mechanisms to facilitate the rotation of personnel of the Intelligence Community through various elements of the Intelligence Community in the course of their careers in order to facilitate the widest possible understanding by such personnel of the variety of intelligence requirements, methods, users, and capabilities." To achieve this level of experience, we must help employees gain an enterprise-wide perspective; cultivate cross-organizational networks; provide for easier information sharing; and ultimately develop and deploy leaders who understand the scope and complexity of the IC so they can effectively integrate the Community's resources.

Description: Make Joint Duty a reality. The Joint Duty program provides rotational opportunities for civilian IC professionals, as a prerequisite for senior rank. As part of this initiative, a companion Joint Leadership Development Program (JLDP) is designed, developed, and begins to deliver and reinforce Joint Duty experiences. It also ensures that senior leaders gain a Community-wide focus.

Key Milestones and Results

- Expand the number of Joint Duty opportunities
- Develop and launch a Joint Duty website and database
- Design and execute a Joint Leadership Development Program

How We Will Gauge Success

- Ensure comparable promotion rates among IC personnel with Joint Duty experience
- Develop and deploy a Joint Leadership Development Program
- Ensure that a majority of new senior civilian officers have Joint Duty experience

Impact of the Joint Duty Program

An IC professional/leadership corps that has strong inter-agency experiences and information sharing relationships, allowing the IC to quickly identify and leverage unique skills and insights from across the IC and bring them to bear against complex threats.

FOCUS AREA 2:
Accelerate Information Sharing

One Community...One Network

PROBLEM | Collection, analysis, and dissemination of information are critical to the IC, and fundamental for producing intelligence. We must move from a "need to know" culture that is ingrained within the IC, toward a "responsibility to provide" mindset, where intelligence collectors view themselves as intelligence stewards and providers, not data owners. The 9/11 Commission cited information flow as an essential issue, stating in its report that this paradigm "…implicitly assumes that the risk of inadvertent disclosure outweighs the benefits of wider sharing. Those Cold War assumptions are no longer appropriate." The rules, mechanisms, and practices that govern sharing need to be adjusted.

APPROACH | Intelligence information sharing must strike the right balance between the benefits of making information available to operators and analysts to better inform decision makers, and the risk that unauthorized disclosure of sensitive information could jeopardize sources, methods, endanger civil liberties, or reveal our intentions to adversaries. IC information sharing success relies on achieving four goals:

- Institute uniform information sharing policy and governance
- Advance universal information discovery and retrieval
- Establish common trust environment
- Enhance collaboration across the Community

Impact of an Information Sharing Environment

- Shared information leads to deeper knowledge
- The IC provides better and more timely intelligence to the nation's leaders and defenders of the homeland

CORE INITIATIVE

* Enhance Intelligence Information Sharing Policies, Processes, and Procedures

ENABLING INITIATIVES

2A Create a Single Information Environment
2B Implement Attribute-Based Access and Discovery
2C Provide Collaborative Information Technology to Non-IC Partners
2D Establish a Single Community Classification Guide
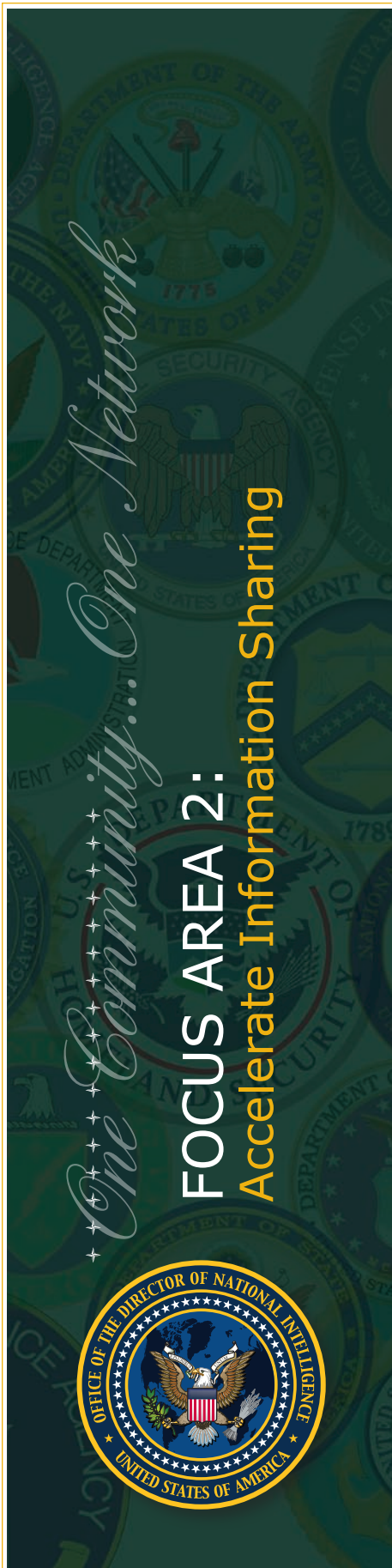
CORE INITIATIVE

Enhance Intelligence Information Sharing
Policies, Processes, and Procedures

Issue: Institutional rules and legacy culture continue to hamper effective information sharing. There are outdated policy, customs, and technical constraints on information access and dissemination that impede the production of finished products our customers require. The 9/11 Commission found that building a trusted information network required leadership because "the policy and legal issues are harder than the technical ones."

Description: This initiative develops and coordinates policies consistent with current information sharing legislation and the DNI's stated priority of creating a "responsibility to provide" culture. It provides unified information sharing policy and guidance governing the "responsibility to provide" mindset to clarify ambiguities and eliminate constraints on broad sharing of all forms of information used to develop timely and actionable intelligence.

Key Milestones and Results

- Update Intelligence Information Sharing Policy
- Improve access to Sensitive Compartmentalized Information (SCI) – provide overarching Intelligence Information Sharing Policy
- Implement a "responsibility to provide" pilot for mission managers, assess lessons learned and identify recommendations for follow-up action
- Establish an Awareness, Arbitration, and Adjudication Function through access and dissemination policy, guidance, and procedures

How We Will Gauge Success

- IC information is more accessible and appropriately protected
- Analysts and collectors have better access to the information they need
- Awareness of rules governing information sharing
- Effective dispute resolution process

Impact of Enhanced Information Sharing Policies, Processes and Procedures

Improved sharing environment. Increased awareness, access, and discovery, to relevant intelligence information. Increased insight into, oversight of, and response to consumer-identified requirements for access to controlled programs. Community-level coordination, arbitration, and adjudication.

FOCUS AREA 3: Foster Collection and Analytic Transformation

One Community... One Collaborative Environment

PROBLEM | The sheer volume of information available to analysts today — through clandestine and open sources — makes it exceedingly difficult to find the key pieces from which accurate conclusions can be drawn. Greater pressure is placed on the analytic community because policymakers are making decisions at an accelerating pace and their demands for information in-depth are growing as well. Also, the existing environment makes it difficult to share information and collaborate on issues — capabilities that are critical for producing the best intelligence analysis.

APPROACH | The Collection and Analytic Transformation strategy is multifaceted. The Community must start with a common, shared view of intelligence priorities, and an ability to manage collection and analysis activities as an integrated enterprise focused on the highest priorities. The creation of a National Intelligence Coordination Center will provide such a capability. Key to our approach is providing analytic direction to collection. The Community must devise innovative ways of penetrating the most difficult targets and filling in the unknowns of greatest importance to our most senior customers. The IC must also strengthen our HUMINT and foreign partner relationships, make the best use of open sources, and strengthen science and technology analysis capabilities in the Community. Finally, the Community must evaluate the quality of its analytic products and take steps to improve quality whenever tradecraft standards are not met.

Impact of a Transformed Analytic and Collection Capability

- More insightful intelligence that fully exploits available information
- Collection that is aligned with national priorities
- Expanded collection and analytic collaboration with foreign partners
- Enhanced capability to manage the IC as an integrated collection and analysis enterprise
- Reduced information overload, increased collaboration and facilitated information sharing
- Analysts empowered to collaborate and drive collection
- Customer satisfaction with intelligence products is improved

CORE INITIATIVES

- ∗ Create Collaborative Environment for All Analysts
- ∗ Establish National Intelligence Coordinating Center

ENABLING INITIATIVES

3A Develop Common Standards and Guidance for HUMINT Activities
3B Strengthen Foreign Intelligence Relationships
3C Expand Hard Target Integrated Collection Strategies
3D Develop IC-Wide Collection Management Tools
3E Strengthen Analytic Tradecraft Across the Community
3F Improve and Expand Use of the National Intelligence Priorities Framework
3G Strengthen Science and Technology Analysis Capabilities

CORE INITIATIVE

Create Collaborative Environment for All Analysts

Issue: Cultural, bureaucratic, or other barriers impede the flow of analysis and information. Individual Community organizations cannot meet some of these challenges separately. Individual organizations cannot ensure that officers are aware of sensitive information they need to do their jobs. Analysts cannot effectively tap Community data, knowledge, and expertise when deadlines are too short for traditional forms of coordination and collaboration. For collectors, assessing the significance of newly obtained information often depends on relating it to non-disseminated fragments in other data repositories. The WMD Report warns that "collaboration must replace fragmentation as the analytic community's primary characteristic."

Description: Provide pilot operations that enable the Community to evolve new work practices, services, and measures to enhance analytic information sharing and collaboration. Provide analysts with access to a consolidated repository containing IC-disseminated intelligence products. Analysts can then discover the most comprehensive view of the critical expertise and relevant information on any topic. An analytic collaboration environment supports "live" knowledge bases, providing an ability to identify and exchange critical insights with other experts working on similar topics, and quantitative measures of effectiveness.

Key Milestones and Results

- Initial Operating Capability (IOC) for Library of National Intelligence and A-Space
- Analytic Resources Catalog (ARC) Improvements
- Rapid Analytic Support and Expeditionary Response (RASER) Improvement Concept of Operations

How We Will Gauge Success

- Creation of a repository for intelligence products
- Increased interaction and collaboration among analysts across Community organizations
- Sufficient use to assess the impact

Impact of a Collaborative Environment

Improved collaboration and information sharing resulting in better intelligence analysis, reduced information overload, and enhanced early detection of critical new data. The full capabilities of the IC will be brought to bear in collaborative all-source analysis.

CORE INITIATIVE

Establish National Intelligence Coordination Center

Issue: The DNI needs a more effective and efficient means to direct collection assets against standing and emergent U.S. strategic intelligence priorities.

Description: This initiative establishes the National Intelligence Coordination Center (NIC-C) through which the DNI can direct and integrate collection activities of all national, defense and domestic intelligence organizations, along with all necessary supporting IC, Department of Defense, and domestic personnel and capabilities. Ensures that standing and emergent U.S. strategic intelligence priorities are met.

Key Milestones and Results

- NIC-C concept design
- NIC-C IOC
- NIC-C Full Operational Capability (FOC)

How We Will Gauge Success

- Coordination decisions and collection actions fully meet changing strategic intelligence priorities

Impact of NIC-C

Provides the DNI with a mechanism to optimize collection to satisfy the country's most important intelligence priorities.

FOCUS AREA 4:
Build Acquisition Excellence and Technology Leadership

One Community... One Investment Strategy

PROBLEM | During the Cold War, the IC leveraged science and technology to develop and acquire cutting-edge intelligence capabilities that allowed us to observe and penetrate the activities of our adversaries. Our acquisition processes need to continue exploiting emerging technology breakthroughs, especially since the capabilities of our adversaries are evolving rapidly, driving legacy technology into obsolescence.

APPROACH | We must build an acquisition process that responds to national mission needs and quickly identifies, develops, delivers, and upgrades high impact technologies. Through the newly formed Intelligence Advanced Research Projects Activity (IARPA) the IC will be provided with expertise in advanced innovation and take risks for high gain that individual agencies by themselves cannot undertake. Our systems engineering capability will ensure that innovations contribute to long-range, shared architectures that generate synergy and avoid duplication. At the same time, we will develop revised acquisition processes through which IC projects can be executed with less delay and uncertainty, taking full advantage of America's technological talent. We will place special attention on transitioning technologies into programs whose benefits are fully aligned with shared mission needs.

Impact of Achieving Acquisition Excellence

- Major acquisition milestones occur without delays
- The IC, through integrated strategy, systems architecture, and investment in innovation, exploits the full value of America's scientific and technological prowess to counter the most challenging adversaries

CORE INITIATIVE

∗ Implement Acquisition Improvement Plan

ENABLING INITIATIVES

4A Build an IC Technology Transition Plan

4B Complete the Stand-up of the Intelligence Advanced Research Projects Activity

4C Establish a Systems Engineering and Architecture Group

4D Develop an Agile Acquisition Requirements Process

CORE INITIATIVE

Implement Acquisition Improvement Plan

Issue: Acquisition functions across the IC have evolved independently within agencies. As a consequence, the IC does not have an integrated strategy to acquire and apply the newest technologies or to maintain a qualified acquisition workforce. We take too long and spend too much to transition advanced technology to application. Inconsistent funding increases programmatic risk in acquisition programs.

Description: By removing roadblocks and training the acquisition workforce, this initiative streamlines the existing acquisition process so that the Community can rapidly acquire needed technologies and services.

Key Milestones and Results

- Implement remaining charters and policies directly impacting acquisition
- Develop agreements and policy documents to address problem areas
- Plan for technology transition possibilities
- Update funding policy
- Acquire tools to support acquisition
- Input to FY09-10 performance budget
- Implement process to prioritize strategic initiatives
- Plans for acquisition workforce training

How We Will Gauge Success

- Clear intent and commitment to acquisition excellence to achieve greater unity of effort and productivity

- Acquisitions provide enhanced technology sooner

- Sufficient acquisition workforce plans
- Efficiently execute IC acquisitions, resulting in a greater likelihood that acquisitions meet cost, schedule, and performance commitments

Impact of Improved Acquisition

Investment portfolios and capabilities are oriented to meet mission needs, and a disciplined and agile acquisition process continually refreshes technology for critical missions. Resources are applied efficiently and effectively; sufficient personnel and tools to manage and execute all IC acquisitions; and improved ability to meet cost, schedule, and performance goals.

PROBLEM | Complex organizations in the private sector take advantage of connectivity to achieve situational awareness, strategic vision, and rapid action. The military recognized this shift, and understood it must be "joint," followed by "network-centric." The IC has begun managing itself from an enterprise perspective, but simply placing another layer of bureaucracy on top of existing serial and hierarchical structures will not make the IC more integrated or agile. We need to redesign how we manage the enterprise.

APPROACH | An integrated management approach will help us maintain a forward-looking strategy, align Community resources, ensure fiscal responsibility, and measure progress as a whole. We will determine what resources our customers actually use and what they need from the IC. We will use these insights, along with the diversity of thought provided by the varied inputs of a well-rounded workforce, as a reference point for aligning the enterprise. The combination of classification and clearances is perhaps the most serious impediment to operating fluidly as a whole enterprise. If these processes are standardized, we can maintain security with much less interruption, inhibition, and expense. An important new effort will be to standardize certification and accreditation of IT equipment, reducing the delay and overhead of hardware connection and refreshment. More generally, we will develop a performance measurement model that will help us move from our current input-focused, budget-driven approach towards an outcome-focused, strategy-driven approach that rewards performance.

Impact of Modernized Business Practices

- New security policies and processes result in faster clearance processing and improved information sharing
- Leaders systematically receive performance insights about the IC enterprise to drive the cross-IC decision agenda
- Consolidated financial management practices and systems for the IC that are compliant and auditable

CORE INITIATIVES

- ∗ Modernize the Security Clearance Process
- ∗ Align Strategy, Budget, and Capabilities through a Strategic Enterprise Management System

ENABLING INITIATIVES

5A Analyze and Improve IC Relationships with Clients
5B Collaborate to Protect Privacy and Civil Liberties
5C Identify a Common Core Human Resources Information System
5D Improve the IT Certification and Accreditation Process

FOCUS AREA 5:
Modernize Business Practices

One Community...One Approach
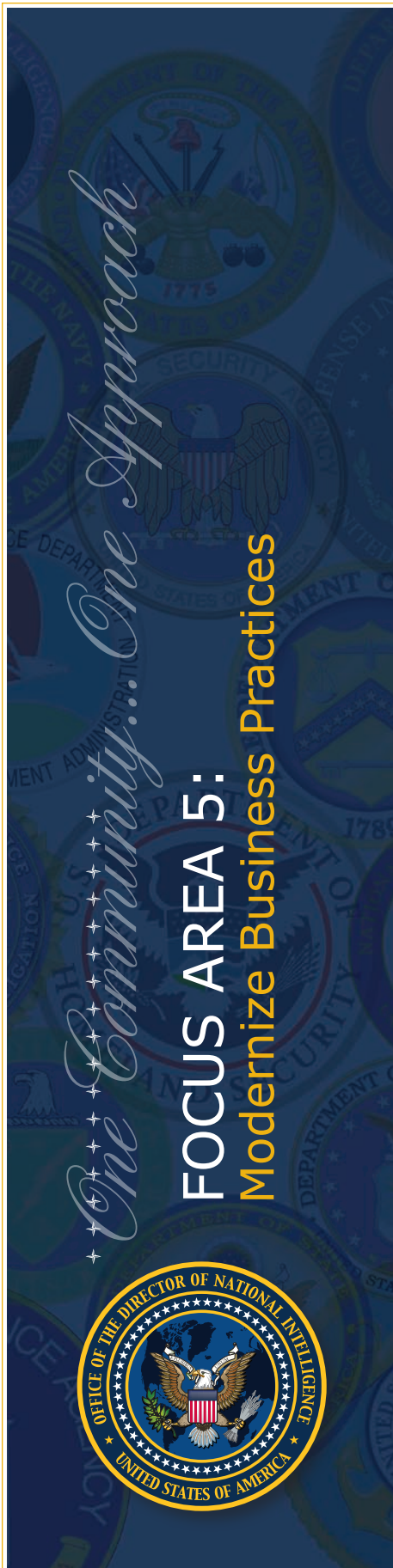
CORE INITIATIVE

Modernize the Security Clearance Process

Issue: The current security clearance process is based on outdated risk management models and procedures; it takes too long, is too expensive, and is not responsive to current and changing mission needs.

Description: Develop and implement security clearance process improvements within the IC that are applicable to the national reform effort and consistent with Congressional direction.

Key Milestones and Results

- Validate Proof of Concept demonstration
- Deliver end-to-end security clearance process

How We Will Gauge Success

- Performance of IC agency personnel security programs meet or exceed IRTPA guidelines for clearance case processing times

Impact of Improved Security Clearance Process

Reformed security clearance system allows the IC to quickly hire people with unique and critical skills necessary to meet mission needs. A more diverse IC staff will ensure that our customers have access to different perspectives and insights on global security challenges.

CORE INITIATIVE

Align Strategy, Budget, and Capabilities through a Strategic Enterprise Management System

Issue: IC plans and investments need to be driven more by strategy, mission requirements, capability statements, and performance criteria. Investment decisions are made by programmatic input, not capability output or mission outcome. We have difficulty identifying long-term capabilities, prioritizing among current needs, and making trade among capability portfolios. We cannot assess performance and are keyed to react rather than act ahead of need.

Description: A coherent and integrated Strategic Enterprise Management (SEM) system provides an end-to-end capabilities-based planning model that links strategy to capabilities to architecture to budgets to fielded solutions to desired outcomes. The SEM system ensures that we invest in the right capabilities in the right way, improve performance, and unlock resources for higher priorities.

This initiative calls for the design, test, and launch of a SEM system for the IC with initial operating capability in Fall 2007 and full operational capability in Fall 2008.

Key Milestones and Results

- Scenario Based Planning System
- Detailed SEM Design
- Input to FY10 Budget Process
- Strategic measures and initiatives (Balanced Scorecard)
- Enterprise Portfolio Management process
- Reporting and monitoring system

How We Will Gauge Success

- Decision making, and major resource decisions, are aligned with national strategies and based on quantitative performance outcomes and results
- Investments and fielded capabilities support mission needs

Impact of Strategic Enterprise Management

Performance is analyzed and optimized against missions. Customer needs are integrated into the planning and decision-making process, and National Security drives the IC strategy, which drives IC investments. Improved long-term performance; maximized effectiveness of investments.

PROBLEM | The IRTPA significantly clarified and strengthened the DNI's authorities to lead the IC, but we did not fully define these changes in guidance. Remaining legal and policy barriers impede the function of the DNI, and the ability to build new alliances among IC elements, between foreign and domestic intelligence, between analysis and operations, and between strategic and tactical functions. The 9/11 Commission described the IC elements interactions as similar to "a set of specialists in a hospital, each ordering tests, looking for symptoms, and prescribing medications. What is missing is the attending physician who makes sure they work as a team."

APPROACH | This initiative delineates the roles and responsibilities across the IC elements, and ensures alignment through a robust policy program that clarifies decision rights and provides guidance around a range of issues, from security clearances and classification to information sharing.

Impact of Clear and Aligned DNI Authorities

- Recommended revisions to IC policy documents provide clarified decision rights which help the IC become more adaptable and agile

- The DIA, NGA, NSA, and NRO charters reflect post-9/11 legislation and resolve uncertainties regarding how to coordinate efforts in overlapping areas

- DNI authorities are used to solve IC challenges in areas such as information flow and cross-agency, mission-focused investments

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CORE INITIATIVE

∗ Update Policy Documents Clarifying and Aligning IC Authorities

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ENABLING INITIATIVES

6A Define Director of Defense Intelligence Authorities, Roles and Responsibilities

6B Update DoD Intelligence Agency Charters
6C Develop a Capstone IC Doctrine and Lexicon
6D Foster Integration and Collaboration in the IC Legal Community
6E Harmonize Policy on "U.S. Person" Information
6F Revise and Enhance the National Intelligence Policy Process
6G Submit Annual Intelligence Authorization Act Proposal

CORE INITIATIVE

Update Policy Documents
Clarifying and Aligning IC Authorities

Issue: Several IC national policy documents do not fully reflect key changes in IC roles and responsibilities. Many external observers have emphasized the need to change strategic guidance to the Intelligence Community, including the 9/11 Commission Report, which stated that, "Over the decades, the agencies and the rules surrounding the Intelligence Community have accumulated to a depth that practically defies public comprehension."

Description: Working with the National Security Council (NSC), use an inclusive, dialogue-intensive process to recommend revisions to IC role and responsibility documents.

Key Milestone and Result

- Recommended revisions to role and responsibility documents for Administration consideration

How We Will Gauge Success

- Revised language, coordinated within the IC, is presented to the NSC to assist in clarifying roles and responsibilities within the IC

Impact of Document Revision

Recommendations to clarify IC element roles and responsibilities and to clarify and strengthen DNI authorities consistent with the IRTPA of 2004, Executive Branch priorities, and the 21st century IC structure and missions. Agency decision rights are clarified and permit agile responses to changing mission needs, customers have a common understanding of Community capabilities, and the IC has the ability to adapt to emerging national security challenges.

Implementation Model

Transforming the Intelligence Community while addressing current national security priorities is no small task. At its core, the 500 Day Plan should be viewed as a change management program focused on addressing long-standing modes, practices, and behaviors. Recognizing the "people" and cultural elements is critical in ensuring long-term success of the plan. To this end, the 500 Day Plan uses an implementation model that is grounded by the following concepts:

Organizational Transformational Elements	500 Day Plan Activities
1. Ensure involvement and support of senior leadership	- Executive Committee (EXCOM) - Senior leadership team - Planning community
2. Align to the strategy	- National Intelligence Strategy alignment - Balanced Scorecard
3. Focus senior leadership on core initiatives	- Review core initiatives at bi-weekly meetings - Dashboards
4. Set goals and establish timelines	- Program management plan - 100 Day Plan and 500 Day Plan
5. Dedicate an integration implementation team to coordinate actions	- 500 Day Plan integration Program Management Office
6. Establish success criteria	- Build and follow through with metrics
7. Communicate with key stakeholders	- Change management and communication office - Website and other communication vehicles
8. Engage the community	- Offsites, wikis, blogs, rolling 100 Day Plan structure
9. Ensure accountability	- Assign office of primary responsibility; conduct bi-weekly reporting
10. Address challenges systematically	- Team approach – policy, legal, technology, operations, etc.

Source: *Adapted from Government Accounting Office (GAO) results oriented framework; and*
"Leading Change: "Why Transformation Efforts Fail", by John P. Kotter, Harvard Business Review, 2006.

Only by involving the entire Intelligence Community in this effort can the 500 Day Plan promote and establish a transformational foundation that will set the stage for better intelligence production and a more secure nation. The transformed IC will have the tools and mindset to be routinely collaborative and the predisposition to be innately integrated.

Conclusion

The 500 Day Plan acknowledges that we will not change the culture of the IC overnight. The process is iterative; we will review our progress every 100 days and adjust and refine our approach as we learn. Transformation takes time, and more than just one 100 day period. At the close of the 500 day planning period, we will have achieved significant progress in creating a more collaborative environment. All members of the IC will have the unique perspectives, focused capabilities and the most advanced tools needed to produce the best possible intelligence our leaders and decision-makers require to keep our nation safe.

For more than 60 years, dozens of commissions, blue-ribbon panels and other studies – produced by Congress, by outside groups and even by the IC itself - have analyzed how to improve the quality of intelligence and the function of the Community in all areas, including planning, governance, budgeting and authority, human capital management, operational capabilities. Their recommendations are well-documented. We know what must be done.

- **We know** we need to tap the experiences and relationships of every member of the IC workforce to have an enterprise-wide perspective, with cross-organizational networks that allow them to understand the scope of their environment and quickly leverage the full Community to address complex threats and meet critical needs.

- **We know** we must have an information sharing environment that is coordinated, efficient and effective in satisfying our customers.

- **We know** that we must educate and train all members of the IC so they can learn in a collaborative environment, attend joint training programs, and acquire advanced professional expertise together to develop a collective identity so they can understand complex threats and environments.

- **We know** that cultural, bureaucratic, or other artificial barriers can no longer be allowed to impede the flow of information so that intelligence analysts can produce the best possible analysis.

- **We know** we must effectively and efficiently direct and integrate all collection assets to satisfy the country's most important intelligence priorities.

- **We know** that only an integrated strategy can ensure that we acquire and apply the newest technology, quickly and cost effectively, with stable funding that will reduce risk.

- **We know** that our security clearance system must allow us to quickly hire people with unique and critical skills and a global perspective.

- **We know** that we must convert our strategy to action, that national security must drive IC strategy, which must drive IC investments.

- **We know** that IC agency decision rights must be clarified to permit agile response to changing mission needs.

We know what must be done... NOW is the time to do it.

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